



PROJECT MANAGEMENT POLICY

Balkans Forward Foundation

PROJECT MANAGEMENT POLICY

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1. Purpose

The purpose of this Project Management Policy is to ensure that Balkans Forward Foundation (“the Foundation”) plans, implements, monitors, and closes projects in a structured, accountable, efficient, and results-oriented manner.

The Foundation is committed to managing projects in a way that supports quality, transparency, compliance, responsible use of resources, and meaningful impact.

2. Scope

This policy applies to all projects, programmes, grants, funded initiatives, and structured activities implemented by or on behalf of the Foundation, regardless of size, funding source, or duration.

It applies to all persons involved in project design, implementation, oversight, administration, coordination, or reporting, including the Board, Executive Director, staff, consultants, volunteers, and relevant partners.

3. General Principles

Projects must be based on a clear purpose, realistic planning, defined responsibilities, available resources, and achievable results.

Project management must be proportionate to the size, complexity, and risk of the project.

All projects must be implemented in a manner that is lawful, transparent, well-documented, and aligned with the Foundation’s mission, internal policies, and donor obligations.

4. Project Design and Approval

Before a project begins, its purpose, expected results, key activities, budget, timeline, responsibilities, and main risks should be clearly defined.

Projects should be based on identified needs, strategic relevance, and realistic implementation capacity.

No project should be initiated without appropriate internal approval and a clear understanding of available resources and obligations.

5. Roles and Responsibilities

Each project should have a clearly identified responsible person or project lead.

Roles and responsibilities related to implementation, budget oversight, administration, communication, and reporting should be clearly assigned.

The Executive Director is responsible for overall oversight of project implementation and organisational accountability.

The Board has oversight responsibility in relation to strategic direction, major commitments, and governance.

6. Planning and Implementation

Projects must be implemented in line with approved plans, budgets, timelines, and agreed objectives.

Changes to key project elements, including significant budget shifts, timeline changes, or major activity changes, should be assessed and approved internally and, where relevant, communicated to the donor or relevant partner.

Project implementation should be realistic, organised, and responsive to changing circumstances where necessary.

7. Financial and Administrative Management

All project spending, contracting, procurement, and administration must be carried out in accordance with the Foundation's financial and operational policies.

Project documentation must be complete, organised, and sufficient to demonstrate what was done, how resources were used, and whether obligations were met.

8. Risk Management

Projects should identify and manage relevant risks from the planning stage onward.

This may include financial, operational, reputational, security, safeguarding, legal, digital, partnership, or implementation-related risks.

Where appropriate, mitigation measures should be built into project planning and delivery.

9. Monitoring, Reporting, and Learning

Projects should be monitored throughout implementation to track progress, identify challenges, support decision-making, and ensure accountability.

Project reporting should be accurate, timely, and aligned with internal, donor, and partner requirements.

Lessons learned during implementation should be documented where relevant and used to improve future work.

10. Communication and Representation

Project-related communication and public representation must be accurate, responsible, and aligned with the Foundation's values, contractual obligations, and risk considerations.

Where projects involve sensitive issues, vulnerable groups, or politically sensitive contexts, particular care must be taken.

11. Project Closure

At the end of a project, the Foundation should ensure that key deliverables, financial obligations, reporting requirements, and documentation have been completed and appropriately archived.

Where relevant, the Foundation should also review key outcomes, challenges, and lessons learned.

12. Breach of Policy

Failure to comply with this policy may result in corrective or disciplinary action, depending on the seriousness of the issue.

Serious mismanagement, lack of oversight, misuse of resources, or failure to meet basic obligations may be treated as a serious breach.

13. Related Policies

This policy should be read together with the Financial Policy and Procedures, Procurement Policy, Monitoring and Evaluation Policy, Data Protection Policy, Code of Conduct, and any applicable donor requirements.

14. Review of the Policy

This policy shall be reviewed periodically and updated as necessary to reflect organisational practice, operational learning, donor expectations, and good governance standards.